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10 AUG 1972

MEMORANDUM FOR: Director of Training

Hugh:

On 9 August Mr. Colby discussed with me the Senior Seminar stimulated by your draft paper and a covering note by which I had informally sent it to him. He agreed with much of the thrust of the paper. He did not agree that it would be impossible to conduct a program on a once-a-year basis although he granted that the Seminar would suffer somewhat by not having a discrete staff responsible for it.

I told Mr. Colby that we were distressed by the decision because it seemed based on only one view and without allowing for discussion of other ideas and also because it shattered what we understood to be the policy drive for executive development and leadership training with the Seminar as the pinnacle or capstone. He disagreed that the decision was based only on one view noting his belief that both DD/I and DD/P representatives at the Deputies Meeting protested their inability to produce an adequate number of candidates for two seminars each year. (He also felt that A/DD/P had articulated well a protest that directorates should not have to respond to the convenience of the training process instead of vice versa.) He did agree that there was an inconsistency between this decision and the move toward executive development.

Mr. Colby is not inclined to reopen the Seminar discussion per se but rather desires that we finalize the whole executive/leadership development program including training showing the Senior Seminar as the "must" and relegating external training to the subordinate or "nice to have" category. Mr. Colby said that he firmly believes that

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the external training pattern must be changed and that he is prepared to hit hard the lack of real utility and value to the Agency of these extended courses such as the military schools. He visualizes programming individuals into the Senior Seminar and other such essential courses 1, 2 or 3 years ahead of actual attendance.

This obviously gives further impetus to the necessity to complete the work which you, your people, Harry Fisher and his people have been doing on executive development and related matters. (We will get your paper back after Mr. Colby has shown it to General Walters.)



John W. Coffey
Deputy Director
for Support

cc: D/Personnel

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SUBJECT: THE CIA SENIOR SEMINAR

1. Background: The proposal to establish a Senior Seminar was made by the Director of Training in a paper of 16 November 1970 to the Executive Director. The reasons he advanced were that a much larger number of officers were being nominated for external senior officer courses than the Agency had places (59 had been nominated for 26 places in 1971-72; 61 for 30 places in 1972-73 and 45 for 30 places in 1973-74), the success of the Advanced Intelligence Seminar in attracting middle-level officers, and the need for a senior-level training program which concentrates on the Agency, intelligence work and closely related subjects, in contrast with the different content and foci of senior external courses. He also pointed out that such a senior course in intelligence was needed as an integral part of a rational career development program for Agency officers. The proposal, which outlined a Seminar of three months duration to be run twice a year for twenty officers of minimum Grade GS-15, was approved on 15 December 1970 by Colonel White. The Director subsequently approved an initial running and directed it be given a "very hard review and evaluation."

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2. Development: [REDACTED] joined OTR in late December in order to work on the development of the Seminar. As a first step, he initiated a study of the senior officer population of the Agency from which participants in the new Seminar would be selected. The population was defined as all GS-15's and higher grade officers who would be 52 years of age or younger as of 1 July 1971. The age cut-off was arbitrarily chosen in the expectation that officers nearing retirement would not be nominated. The population totaled

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[REDACTED] officers and represented [REDACTED] of the total number of officers in those grades. Selected characteristics of this group were identified as one significant element in developing a program which would be most responsive to the needs of a typical senior officer. The typical officer in this group was found to have spent 22 years in Federal service (including military service) of which 17 had been with the Agency. Of ten representative officers, five possessed bachelor degrees, three had a masters, one a doctorate and one was not a formal degree holder. On the average, twenty years had passed since the typical officer had received his last degree. In terms of mobility within the Agency, 74% had served in only one directorate (counting the DCI area as a directorate); 21% in two directorates; and 5%

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in three or four but none in all five. On the average, 41% of the population had spent their entire Agency career in only one component; 32% in two; 18% in three; and 9% in four or more components. Training records indicate that 18% had attended some senior external training course sponsored by CIA; 30% had taken the Managerial Grid; and 23% had attended either the Mid-Career Course or the AIS.

25X1A 3. Concurrent with the analysis of the senior officer population, [REDACTED] reviewed the content of senior external courses, such as the Senior Seminar in Foreign Policy and the National War College, as well as OTR courses such as the AIS. Following detailed consultations in the Office of Training he developed a preliminary statement of the objectives for the new Senior Seminar and a rough "model" which comprised a series of blocks covering different subject matter and topics to be covered. With these in hand, he initiated a series of extensive consultations with officers throughout the Agency to obtain their views, ideas and reactions. This process, which resulted in a series of increasingly refined models and statements of objectives for the Seminar, involved one or more discussions with each of the following:

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4. As the work of consulting and developing a model proceeded, a staff was assembled which as of August included six officers who worked as block managers, an administrative officer, a training assistant and a secretary. The Staff helped to plan the Senior Seminar area in the Chamber of Commerce Building which was occupied in early September.

5. Nominations: An announcement of the Senior Seminar was made to component chiefs and training officers on 14 June with a request that the directorates submit nominations by 9 July. Thirty-six officers were nominated from throughout the Agency. In early August, the Training Selection Board picked twenty with one alternate from each directorate. The Board used the criteria that the participants, taken as a group, should have a wide range of foreign area experience and work backgrounds, a spread of grades and be representative of different organizational elements.

The group which attended the first Seminar was comprised as follows:

One GS-16 from the O/DCI; six GS-15's from the Plans Directorate; one GS-16 and five GS-15's from the Intelligence Directorate; one GS-18, one GS-17 and one GS-15 from the S&T Directorate; and three GS-16's and one GS-15 from the Support Directorate.

6. Learning Approach: The Senior Seminar Staff worked hard, and generally with success, to secure the most knowledgeable persons from the academic world and other agencies--some 50 for each of the first two runnings--and from inside CIA--about 100 of our most thoughtful and articulate officers. These presentations provided not only authoritative interpretation of subject matter, but also provided a framework and stimuli to encourage the Seminar members--given their collective range of backgrounds and over 300 years of intelligence experience--to learn from each other through exchanges with the guest speakers, in-Seminar discussions led by the Staff, and in-house lectures by members and follow-on discussions.

7. Seminar One: The first Seminar was conducted from 19 September through 24 November 1971 (46 working days). The content was as follows:

Block I--5 days--The Senior Officer as Manager
(held at the [REDACTED];

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included orientation to the Seminar and management training).

Block II--5 days--The Intelligence Business in CIA

Block III--9 days--World Trends of Significance for Policy and Intelligence

Block IV--4 days--Covert Action: The Hidden Side of Foreign Policy

Block V-A--4 days--CIA's Official Relationships (included day visits to EOB, State and Capitol Hill)

Block V-B--4 days--Domestic Change of Relevance to CIA

Block VI--4 days--New Tools and Methodologies for Intelligence

Trip--3 days--(eight members visited CINCLANT and Cape Kennedy; nine members visited [REDACTED] contractor and intelligence facilities)

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Block VII--8 days--Management of Intelligence and the Future

8. Seminar Two: On 7 January 1972 Col. White approved a second running of the Seminar. On 14 January Mr. Colby announced the decision by memorandum to the Deputy Directors

and Heads of Independent Offices, and requested nominations by 10 February. Twenty one officers were nominated, all of whom were accepted by the Training Selection Board (one was withdrawn prior to the opening). Seminar Two participants were as follows:

One GS-16 and one GS-15 from the O/DCI; three GS-15's from the Plans Directorate; one GS-17, one GS-16 and two GS-15's from the S&T Directorate; two GS-16's and four GS-15's from the Intelligence Directorate; and two GS-17's (one of whom was withdrawn after ten days), one GS-16 and two GS-15's from the Support Directorate.

The length and content of Seminar Two, which was held from 12 March to 12 May, was generally similar to Seminar One, except that the block, "New Tools and Methodologies for Intelligence," and the field trips were dropped; and the time devoted to "The Intelligence Business of CIA" was doubled to ten days.

9. Evaluation: As indicated by the DCI, both Seminar One and Two have been thoroughly evaluated. The preponderant part of the evaluation process has relied on the judgments of the Seminar participants who were requested to evaluate--in writing and through group discussions--each block at its conclusion and each running as a whole. The evaluations were most helpful in providing ideas and suggestions for improving the Seminar. They also showed a remarkably solid

consensus that both Seminar One and Two have been of high quality, that the objectives of the Seminar have been met, and that attendance has been worthwhile to the participants and of value to the Agency in terms of the time of the participant and Seminar costs.

10. Post Attendance: The Staff has maintained contact with the Seminar members in order to obtain further suggestions for the Seminar and to ascertain changes in grade and assignments. From each of the two runnings, three officers have been promoted from GS-15 to GS-16. Eleven of the officers who attended Seminar One have moved into new positions or underwent some change in the scope of their assignment. It is not suggested that attendance in the Seminar was a causal factor, but it may be concluded that the nomination and selection process functioned well and that attendance presumably helped to prepare the officers for assuming new responsibilities.